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Preface

Maintaining the Army's role as a strategic force requires the full integration of the active Army, the Army National Guard and the Army Reserve. When needed, the Guard and Reserve provide highly trained units and individual soldiers to support combat operations and military operations other than war. It is crucial that the Army have ready access to those units and individual when the nation calls.

Honorable Togo D. West
Secretary of the Army
1995

This student text is designed to provide all prospective Inspectors General -- Active Component (AC) and Reserve Component (RC) soldiers, members of other Armed Services, as well as Department of the Army Civilians (DAC) -- with a fundamental understanding of the day-to-day operations of the Army RC. Written from an Army National Guard (ARNG) and United States Army Reserve (USAR) perspective, it targets the many AC soldiers who, due to limited experience with or exposure to the ARNG or USAR, have little idea of how the RC operates. Although most Army professional development courses provide basic RC familiarization classes, few actually prepare the AC soldier with the skills necessary for duty with the ARNG or USAR.

The root cause for this lack of AC familiarity with the RC is ineffective communication and a lack of understanding between members of the three components of the Total Force, or America's Army. This communication gap is not only from a lack of AC experience with the RC, but also, and more fundamentally, a lack of standardization

of military language between the AC, ARNG and USAR. Differences in terminology, military jargon, and most notably, the innumerable differences in abbreviations and acronyms, make it difficult for the different components to converse effectively. While RC abbreviations and acronyms may be incomprehensible to the "average" AC soldier in many instances, the issue is further confused and complicated in that the USAR and ARNG often have different expressions, terms and abbreviations for the same topic -- the two components of the RC do not always speak the same "language!"

This student text addresses the organizational structure of the RC, the differences in military terminology and a selection of systems, programs and readiness issues that make the RC unique. Throughout this publication, the abbreviation RC refers collectively to the ARNG and the USAR. When addressing something uniquely Army National Guard the abbreviation ARNG is used, and USAR is used to refer to subject matter exclusively United States Army Reserve.

CHAPTER 1

Legal Basis and Command Lines for the Reserve Components

The Army consists of the Regular Army, the Army National Guard of the United States, the Army National Guard, while in the service of the United States, and the Army Reserve; and all persons appointed or enlisted in, or conscripted into, the Army without component.

Section 3062, Title 10 US Code

LEGAL BASIS FOR THE RC

The authority and legal basis for the Army RC is found in the US Constitution and in US law:

Article 1, Section 8, US Constitution

The "Militia Clause" of the Constitution authorizes the existence of the state militia (later known as the National Guard). Simply stated, it gives Congress the right to organize, arm and discipline the militia while allowing the states certain management prerogatives, including the appointment of officers and the authority to train. Other articles and sections of the Constitution discuss the AC and other aspects of the Armed Forces.

Title 10, US Code (10USC)

10 USC contains the general and permanent laws governing all the Armed Forces. Various sections of Title 10 establish and govern the RC. The role of the RC as stated in Section 10101, Title 10, is "to provide trained units and qualified persons available for active duty in time of war, national emergency, or when national security requires."

Title 32, US Code (32USC)

USC 32 contains the specific laws and policies for the organization, funding and employment of the ARNG. It states that Army National Guard units shall be ordered to federal active duty and retained as long as necessary whenever Congress determines they are needed.

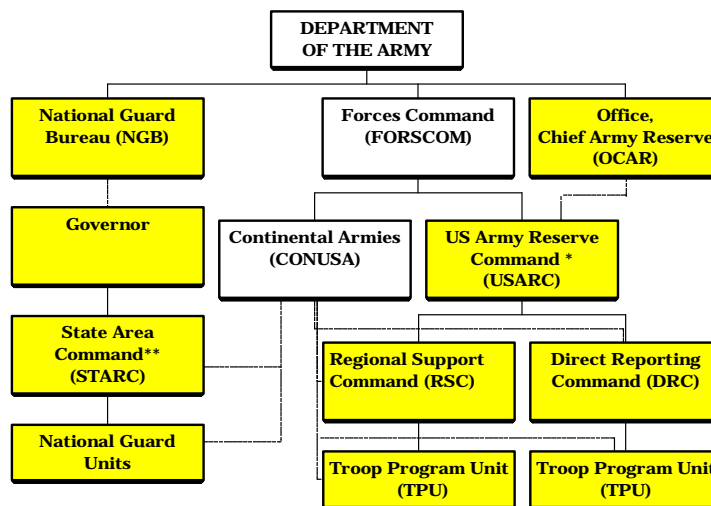
Specifically, the general policy in 32 USC (Section 102) states: "In accordance with the traditional military policy of the United States, it is essential that the strength and organization of the Army National and Air National Guard as an integral part of the first line of defenses of the United States be maintained and assured at all times. Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air, the Army National guard, or such part of them as are needed, together with such units of other Reserve components as are necessary for a balanced force, shall be ordered to active federal duty and retained as long as so needed."

ARMY COMPONENTS

As the extract from US Code above delineates, the United States Army consists of three primary components or COMPOs:

- *COMPO 1* is the Regular Army or Active Component.
- *COMPO 2* refers to the National Guard (NG).
- *COMPO 3* denotes the United States Army Reserve.

Over 50% of the Army force structure (i.e. units, agencies and other organizations) is in COMPOs 2 and 3, the Reserve Components. Moreover, when including the Individual Ready Reserve, over 60% of the Army's personnel strength is in the ARNG and USAR. These statistics dramatically illustrate the importance of the ARNG and USAR to the Total Force and to national security.



RESERVE COMPONENT COMMAND STRUCTURE

Figure 2-1

* Garrison Support Units (GSU) and USAR installations are also directly subordinate to USARC.

** Other types of area command include: Territory Area Command (TERARC) or District Area Command (DARC).

Command and Control —————

Coordination

COMMAND LINES

Command lines for the RC can appear complicated and confusing. The organizational diagram shown above (Figure 2-1) illustrates the overall RC command structure as it relates to the AC.

In many cases there are two separate chains of command for RC troop units -- one for peacetime and the other for wartime. Federalization of ARNG units, for example, changes the duty status of affected guard personnel from RC to AC and responsibility of applicable ARNG equipment (accountability, maintenance, etc) and other property from

state to federal control. During wartime, the majority of USAR units "lose" their peacetime RC chains of command and become subordinate or under Command and Control (C2) of previously designated war-fighting theater Commanders-in-Chief (CINC). The complexity of this system underscores the necessity of consulting and reviewing

appropriate US Codes, Department of Defense (DoD) and Department of the Army (DA) policies and regulations, as well as other doctrinal publications when addressing issues of RC Command relationships and the particular duty status of ARNG and USAR personnel and units.

CHAPTER 2

Categories of the Reserve Components

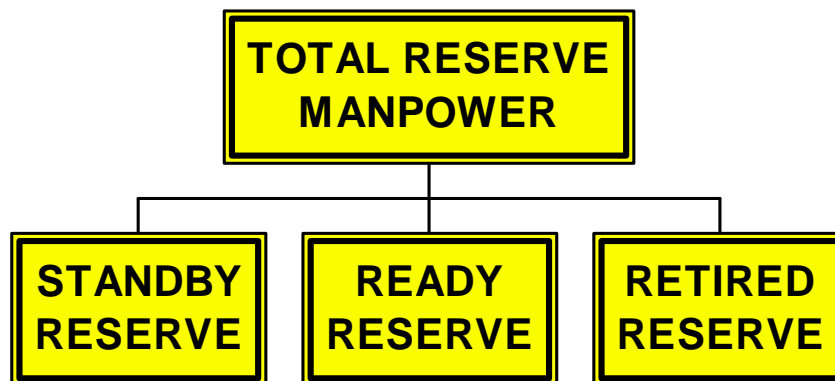
The Army of today is advancing Active and Reserve Component integration in ways that have produced a fundamental and qualitative change in the character of our force structure. The Army has fully integrated the RC and is fundamentally dependent upon reserve forces in the earliest deploying power projection forces .

Gordon R. Sullivan
General Army Chief of Staff, 1992

CATEGORIES

Individual participation in the Reserve Components is achieved through a variety of methods. Soldiers have the option to affiliate themselves, depending on their particular military qualifications, with any of several

different reserve categories. The illustration below (Figure 3-1) shows the three major categories of the Nation's total reserve manpower: Ready Reserve, Standby Reserve, and Retired Reserve.



Reserve Categories
Figure 2-1

RETIRED RESERVE

The Retired Reserve is comprised of all RC officers and enlisted soldiers who receive retirement pay, or who are eligible to receive retirement pay upon reaching age 60 ("Gray Area" retirees) . Active Component retirees are included in the Retired Reserve.

All retirees are subject to involuntary recall to active duty.

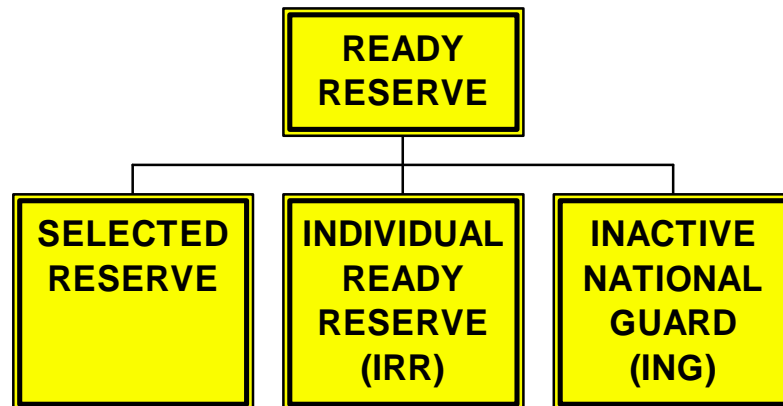
Retirees represent a resource of trained individuals who may be used to augment support and training facilities, to relieve Active Component or Ready Reserve members for other duties, or to accomplish operational missions as needed during a period of national emergency.

STANDBY RESERVE

The Standby Reserve consists of trained and MOS qualified personnel who maintain their military affiliation without being in the Ready Reserve. They typically have been designated as key civilian employees or have a temporary hardship or disability. Examples of Standby Reservists are Members of Congress, judges and DACs who hold positions at mobilization stations and who are considered essential to national security. These individuals are not required

to perform training and are not members of RC units. They represent a pool of trained individuals who have completed their statutory obligation and who choose to remain affiliated with the Army.

In time of war or national emergency declared by Congress or when otherwise authorized by law, the Standby Reserve may be involuntarily mobilized for the duration and for six months afterwards.



Ready Reserve
Figure 2-2

READY RESERVE

The Ready Reserve consists of units of both the USAR and ARNG and individuals subject to order to active duty to augment the active forces in time of war or national emergency. One million Ready Reserve members can be involuntarily mobilized during a Partial Mobilization for up to 24 months when a National Emergency is declared by the President or Congress, IAW USC 10, Section 12302. The three subcategories of the Ready Reserve are Individual Ready Reserve, and Inactive National Guard, and the Selected Reserve.

INDIVIDUAL READY RESERVE (IRR)

The IRR is the principal source of trained individuals for military manpower

shortages in the active and reserve components in the event of a major or protracted operational contingency. IRR members bring both active and reserve units to wartime strength, replace unskilled personnel in critical positions and provide an initial source of replacements. The increase in the military service obligation from six to eight years, enacted in 1984 contributed to the significant increases in IRR strength during subsequent years.

The IRR is comprised principally of MOS qualified or partially qualified individuals who have previously served in the AC or in the Selected Reserve. Most IRR have some portion of their Mandatory Service Obligation (MSO) remaining. Others are in the IRR voluntarily due to personal hardship or short term disability. Special non-pay

Reserve Components

programs provide IRR members a variety of professional assignments and opportunities for earning retirement points and benefits. IRR categories include:

- **Control Group Annual Training:** for personnel with some type of training requirement remaining on their initial obligation, and less than 36 months of active duty.
- **Reinforcement Control Group:** for personnel who may or may not have completed their initial service obligation, and have more than 36 months of active duty.
- **Officer Active Duty Obligation Group:** for officers who completed ROTC commitment, and deferred from active duty.
- **Control Group Delayed:** for enlisted personnel who are awaiting active duty. These may train with a USAR unit for retirement points only, not for pay.
- **Control Group Reserve Officer Training Corps (ROTC):** for college students enlisted in the USAR and enrolled in Senior ROTC advanced course or scholarship program.
- **Control Group Delayed Entry:** for enlisted personnel who are awaiting active duty. These cannot participate in reserve training.

INACTIVE NATIONAL GUARD (ING)

The ING consists of members of the ARNG in an inactive status. Although attached to a specific unit for administrative purposes, they are not part of the Selected Reserve and do not participate in unit activities. To remain in ING status, members must muster once a year with their assigned unit in their states. They are available for involuntary active duty with the declaration of partial mobilization or a higher level of mobilization. Whereas IRR soldiers are ordered to active duty as individuals, ING soldiers are ordered to active duty as members

of the ARNG units to which they are attached. ING members cannot train for points or pay and are not eligible for promotion. Their personnel and pay records are maintained in their state.

SELECTED RESERVE

The Selected Reserve is composed of units and individuals designated by the Army and approved by the Chairman, Joint Chiefs of Staff (CJCS), as essential to wartime missions. They have priority for training, equipment and personnel over other Reserve elements.

The Selected Reserve consists of soldiers assigned to National Guard units and USAR Troop Program Units (TPU), or are classified as Trained Individuals or Individual Mobilization Augmentees (IMA).

Selected Reserve members are paid for their military service through Inactive Duty Training (IDT) and Active Duty (AD). Unit members are assigned to Modified Table of Organization and Equipment (MTOE) or Table of Distribution and Allowances (TDA) organizations and normally perform, as a minimum, 48 inactive duty training assemblies and 14 days of annual training per year.

200,000 Selected Reserve members can be involuntarily mobilized by the President, without a National Emergency, under the Presidential Selected Reserve Call-Up (PSRC) for up to 270 days IAW 10USC, Section 12304. As previously mentioned, The Selected Reserve consists of the following units and individuals:

UNITS

USAR Troop Program Units (TPU) and ARNG units

Reserve Component troop units make up the majority of the Selected Reserve. When the average citizen speaks of the RC, that person is normally referring to members of RC troop units, those Citizen Soldiers who earn pay and retirement points

for training and preparing to accomplish their assigned mission.

These ARNG and USAR units are organized under MTOE or TDA, resourced according to the unit's relative go-to-war priority, and are located in all 50 states, territories and Washington, DC. USAR TPUs are also located in Germany and in Korea.

DRILLING RESERVISTS AND MOBILIZATION-DAY GUARDSMEN

RC soldiers serving in the Selected Reserve are trained and fully MOS qualified unit members who participate in unit training activities on a part-time basis and receive pay and retirement point credit for their membership and participation. Common expressions used to describe this status:

ARNG: "Mobilization-Day Soldier;" "M-Day Soldier;" "Traditional Guardsman."

USAR: "Drilling Reservist" or "TPU Member."

FULL-TIME SUPPORT TO UNITS

Active Guard Reserve (AGR)

AGR personnel are members of the Selected Reserve who are placed on active duty or full-time National Guard duty for the purpose of organizing, administering, recruiting, instructing or training the RC. These individuals occupy full-time positions and receive the same entitlements as AC soldiers, including retirement, active duty, "green" identification cards, etc. They are chartered to provide direct support to the readiness and war-fighting capabilities of the RC.

There are three AGR programs, two in the ARNG and the other in the USAR: The majority of the AGRs in ARNG are US Code, Title 32 AGR members. The ARNG also has a small US Code, Title 10 program. The USAR has a large US Code, Title 10 program.

- **US Code, Title 32 AGR:**

ARNG soldiers on full-time status for a particular state. They are managed by that state and work for the Governor and perform duties only in positions within their state. They come under the provisions of State Code of Military Justice (SCMJ). They must revert to M-Day Guardsman status in order to be mobilized. They cannot deploy in AGR status.

- **US Code, Title 10 AGR (ARNG) :**

ARNG AGRs serve the Army National Guard of the United States (ARNGUS). They are normally assigned outside their home state, i.e. NGB, ROTC, FORSCOM, EUCOM. ARNG AGR, Title 10, personnel are managed by NGB and state of origin.

- **US Code, Title 10 AGR (USAR) :**

· USAR AGRs are assigned throughout the Army, serving both RC and AC organizations. · USAR AGR personnel are managed by the Fulltime Support Management Division (FTSMD), USAR Personnel Command (USAR PERSCOM).

Military Technicians (MILTECH)

MILTECHs are federal civilian employees who provide full-time support for administration, training and maintenance to the RC unit. They must maintain their status as drilling reservists in the same unit, a situation normally referred to as "dual status." All dual status military technicians must be in mobilization positions. The two types of Department of the Army Civilian (DAC) status are Competitive and Excepted:

- **Competitive Service Status**

Competitive status refers to those civil service positions requiring employment competition under the Office of Personnel Management (OPM). Most Non-MILTECHs DACs fall into this category.

- **Excepted Service Status**

Excepted status pertains to the exception from hiring from OPM registers due to required military membership. It is applicable primarily to MILTECHs in both the ARNG and USAR.

Active Component

Approximately 2,000 AC soldiers are assigned to USAR and ARNG units throughout the RC force structure. They actually fill MTOE or TDA positions within their units and provide their units valued expertise in personnel management, unit administration, training and mobilization planning and logistical support. AC soldiers are an integral component of RC unit full-time support (FTS) models. They are not counted toward the end-strength of the Selected Reserve, but do deploy with their RC unit upon mobilization.

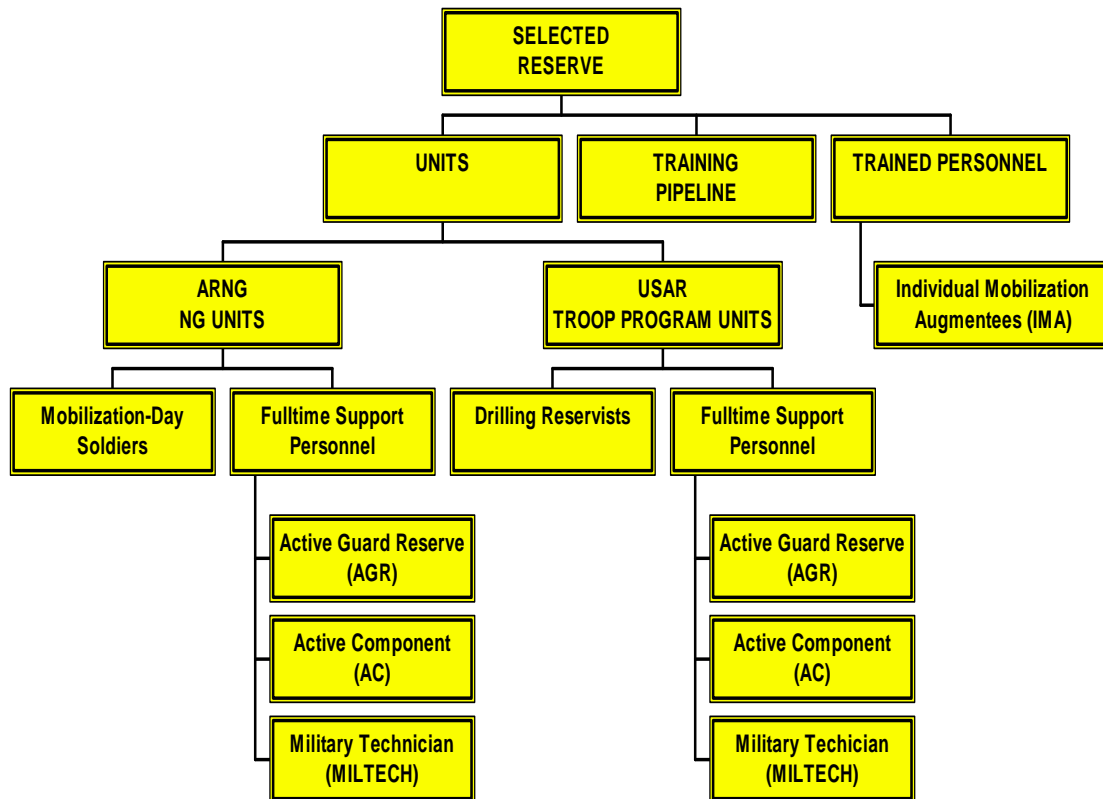
TRAINING PIPELINE

Soldiers who have enlisted for the Selected Reserve and who are attending Initial Active Duty Training (IADT), or cadets in the ROTC and who participate in the Simultaneous Membership Program (SMP), are part of the Training Pipeline. While they count toward the end strength of the Selected Reserve, they cannot mobilize with their units until they complete their respective training or otherwise change their status.

TRAINED PERSONNEL

Individual Mobilization Augmentees (IMAs)

IMAs are fully qualified and Military Occupational Specialty (MOS) qualified senior ranking officers and NCOs who not assigned or attached to an organized reserve unit, but are assigned to active component organizations. They typically hold positions in high-level Army staff organizations, such as a Major Army Command, or other federal agencies, where they participate, as a minimum, in 14 days Annual Training per year. IMAs are can be involuntarily called up.



Selected Reserve
Figure 2-3

CHAPTER 3

The Army National Guard

The success of the Guard and Reserve participation in DESERT SHIELD cannot be overemphasized. Their participation has been a significant factor in affording us flexibility and balance, and reinforces the policies and decisions made over the last 10 years to strength the Total Force concept.

General Colin Powell
Chairman, Joints Chiefs of Staff
December 1990

EARLY NATIONAL GUARD HISTORY

Early colonists brought with them deep rooted English military traditions. The first "American" militia was organized in Virginia in 1607. Massachusetts organized the first officially recognized militia in 1636. Descendants of these organizations are still in the ARNG force structure and are recognized as the oldest military organizations in America.

The Militia Act of 1792 organized the militia into companies, regiments and brigades and, later, our Founding Fathers formalized the tradition of the standing militia in Article 1, Section 8 of the Constitution, the "Militia Clause."

As a result of the National Defense Act of 1916 (NDA-1916), the federal role of the militia was expanded and established the National Guard as part of the Army of the United States when ordered to federal service. The Act provided increased federal assistance and, when units reached established Army standards of strength, equipment and skill, they were "federally recognized" and eligible for further federal support.

Following World War II, a dual status and mission for the National Guard were federally recognized. The National Guard of

the US (NGUS) was organized and incorporated into the Army of the United States (AUS). Upon mobilization, federalized ARNG personnel and units become part of the NGUS. In the State role, Guard units work solely for the Governor to provide disaster relief and maintain public peace and order during local emergencies.

The term "National Guard" was first used in America by a New York militia unit 1824. The name originated during a visit to New York by the legendary Revolutionary War veteran General Marquis de Lafayette. The honor guard chosen to escort the French hero voted to rename themselves the "Battalion of National Guards" in honor of LaFayette's command -- the "Paris Garde Nationale." With NDA-1916, the term "National Guard" became the official name.

COMMAND AND CONTROL OF THE ARMY NATIONAL GUARD

Today's ARNG is federally funded, subject to being mobilized and ordered to active duty, and required to maintain DA standards. Under the provisions of Federal law, US Code, Title 32 (32USC), the Federal Government supervises military instruction, furnishes field training facilities, pay, uniforms, equipment and a portion of the

expense for the construction of ARNG armories.

C2 of ARNG personnel and units, when not in active federal service, is vested in Governors of the 50 States, the Commonwealth of Puerto Rico and the territories of Guam and the Virgin Islands. These Governors exercise day-to-day C2 through their Adjutants General, their senior military officer. As an exception, C2 of ARNG units in Washington, DC remains with the President.

THE NATIONAL GUARD BUREAU

The National Guard Bureau (NGB) is both a staff agency and Field Operating Agency (FOA). It does not command the National Guard. As a staff agency, NGB participates with Army and Air Force staffs in the development and coordination of programs and policies pertaining to or affecting the National Guard. It is the channel of communications between DA, Department of the Air Force and the states on all matters pertaining to the National Guard.

As a FOA, the NGB formulates and administers programs for the training, development, and maintenance of the Army and Air National Guard. It regulates personnel end-strengths, National Guard force structure, and has the authority to develop and publish regulations. Law requires 60 percent of the commissioned officers assigned to the NGB be AC Army or Air Force. Headquarters, NGB is located at Jefferson Park I, Crystal City, VA.

Chief, National Guard Bureau

The Chief, National Guard Bureau (CNGB), is the principal advisor to the Army and Air Force Chiefs of Staff, as well as the respective Service Secretaries, on all National Guard matters. CNGB is responsible for matters pertaining to the development of program budget, equipment, training, readiness, maintenance, security and mobilization of the National Guard. He is the appropriations director, by law, for six federal

appropriations: three Army National Guard and three Air National Guard – pay and allowance, operations and maintenance and construction.

CNGB holds the rank of Lieutenant General and can be either an Army or Air Force officer. The CNGB does not command National Guard units; however, he does have considerable influence over the states due to his control of all federal funds, equipment and property programmed for state National Guard organizations.

Appointed for a 4-year term by the President and confirmed by the Senate, the CNGB's position is considered equivalent to that of an Army major command (MACOM) commander. His office is in the Pentagon with the National Guard Bureau Headquarters.

Director, Army National Guard

CNGB delegates administration of the bureau through the Vice Chief, NGB (a major general of the opposite service of the CNGB) to the Directors of the Army National Guard (DARNG) and Air National Guard (DANG). Both directors serve in the grade of Major General.

The DARNG participates with the DA staff in the development of programs, policies, concepts and plans pertaining to the ARNG. He also develops and administers the detailed programs required for operations of the ARNG. He participates with and assists the states in organizing, maintaining and operating trained ARNG units capable of performing wartime or contingency missions. The Directorate of the Army National Guard is located in The Army National Guard Readiness Center (ARNGRC) in Arlington, Virginia. The DARNG has an office in both the Pentagon and in Arlington.

United States Property and Fiscal Officer

The United States Property and Fiscal Officer (USPFO) is an Army or Air National Guard commissioned officer on Title 10, US Code AGR status. He or she is assigned to the National Guard Bureau and detailed for duty in one of the 50 states, the

District of Columbia, Guam, Puerto Rico or the Virgin Islands, where he or she serves as an agent of the CNGB.

The USPFO is accountable and responsible for federal resources in the possession of the National Guard of his or her respective state. This responsibility includes management and oversight of all federal funds and contracting accounts. Additionally, the USPFO receives and accounts for all property of the United States in possession of the National Guard of that state.

USPFOs are ordered to active duty and serve in their current Army or Air National Guard of the United States (ARNGUS) grade of lieutenant colonel or colonel. They are rated by the State Adjutant General and senior rated by the CNGB. They may not be appointed to a state position, nor assigned any state Guard duties.

The USPFO is generally the only 10USC AGR officer in the state. The other two Title 10 officers in the state are the Senior Army Advisor to the Guard (SRAAG) and the State Inspector General, both of whom are active component. Army USPFO personnel records and all related personnel actions are managed by NGB. Air Guard USPFO records are maintained by the nearest active Air Force base personnel office.

STATE COMMAND AND CONTROL OF ARNG UNITS

Army National Guard units are located in all 50 States, the District of Columbia, Guam, Puerto Rico and the Virgin Islands. Presently, the ARNG has more than 4,000 units located in over 2,500 communities throughout the Nation. Command of the ARNG when not in active federal service is vested with the governors. Governors exercise command and day-to-day military control of ARNG units through The Adjutants General.

The Adjutant General

The Adjutant General (TAG) is a state official whose authority is recognized in federal law and is normally appointed by the Governor. Most TAGs are appointed by the state or commonwealth Governor; the only exceptions are in South Carolina where the voters elect their TAG and in Vermont, where the State Legislature elects theirs. As another exception, the senior National Guard officer in Washington, DC is not "The Adjutant General," but is referred to as Commanding General. He is appointed by the President.

TAGs can be either Army or Air Guard officers and usually serve in the capacity of senior full-time state employees, when not performing their military duties. Even though they are paid as state employees, their general officer rank, usually major general, must ultimately be federally recognized if they are to represent themselves in that grade when traveling out of their respective states.

Area Commands

TAGs command ARNG units through TDA staff organizations known as Area Commands. All 50 States and the Commonwealth of Puerto Rico have State Area Commands (STARC). Guam and the Virgin Islands have Territorial Area Commands (TERARC) and Washington, DC has a District Area Command (DARC). Areas Commands provide the management and oversight necessary for all day-to-day activities of ARNG units within the state or territory.

In addition to maintaining peacetime C2 of all NG units within their area, STARCs are instrumental to the success of the entire mobilization process. Most importantly, during full mobilization they assume C2 of ARNG units prior to the units arrival at its assigned mobilization station. STARCs are normally commanded by a colonel or brigadier general, who reports directly to the TAG.

ARNG MISSIONS

Federal Mission

The ARNG's primary mission is federal. Not unlike the mission of other Army components, it is to provide fully qualified personnel and properly trained and equipped units capable of immediate participation in combat through timely mobilization in accordance with warplans. When ARNG units are "federalized" and undertake the mobilization process, they are initially under

C2 of FORSCOM. Upon departure from their respective Ports of Embarkation (POE), C2 is handed off to the unit's war-fighting theater CINC. When federalized, TAGs and STARC staffs normally fall out of the chain of command and remain behind in the state to oversee non-federalized units or to perform duties assigned by CG, FORSCOM.

State Mission

The ARNG's second mission is the state mission. This mission requires the ARNG to provide organized units, equipped

and trained to function effectively in the protection of life and property and the preservation of peace, order and public safety under the orders of federal or state authorities. The state retains command of any unit not in federal service. Without doubt, this mission is of utmost importance to the citizens of the state; its secondary status does not detract from its importance.

State Defense Forces

The State Defense Force (SDF) is an organization under C2 of the respective Governors. Missions are assigned and executed under State authority. The purpose of the SDF during past conflicts was to provide Governors with a quasi-military-force when their National Guard was federalized for federal service. Some states used their SDF during Operation Desert Storm for facility security and other missions. Approximately 26 states have organized SDF. Their size, organization, training and fiscal support is provided under provisions of state statutes. These forces are not subject to mobilization. SDF members cannot also be members of the National Guard.



* Washington, DC has a District Area Command (DARC).
Guam and the Virgin Islands have Territory Area Commands (TERARC).

CHAPTER 4

The United States Army Reserve

We can no longer consider Reserve forces as merely forces in reserve . . . Instead, they have to be an integral part of the Total Force, both within the United States and within NATO. They have to be, and in fact are, a blending of the professionalism of the full-time soldier with the professionalism of the Citizen-Soldier. Only in that way can we achieve the military strength that is necessary to defend our freedom.

United States General Accounting Office
1989

OVERVIEW OF THE US ARMY RESERVE

HISTORY

The concept for a broad-based federal reserve force had its beginning with the establishment of the Army Medical Reserve Corps in 1908. The National Defense Act of 1920 established the Organized Reserve Corps (ORC) which included the Army Medical Reserve Corps, the enlisted Army Reserve, the Officer Reserve Corps and Reserve Officers' Training Corps. 26 ORC Divisions served in World War II and many reserve units were mobilized and deployed during the Korean War. These early reserve units were the immediate predecessors of today's USAR.

FEDERAL STATUS

The USAR is a federal force and directly subordinate to AC Major Commands. Headquarters, Forces Command (FORSCOM) is the Army's Continental United States (CONUS) executive agent for all RC readiness and, through the United States Army Reserve Command (USARC), exercises C2 over the majority of USAR units. In October 1991, USARC was established in Atlanta, Georgia as a Major Subordinate Command (MSC) of FORSCOM with the mission of providing direct command and control for all CONUS

based USAR units, less those Civil Affairs and Psychological Operations (USACAPOC) units under United States Special Operations Command (USASOC) at Ft. Bragg, North Carolina.

COMMAND AND CONTROL OF THE USAR

Chief of the Army Reserve

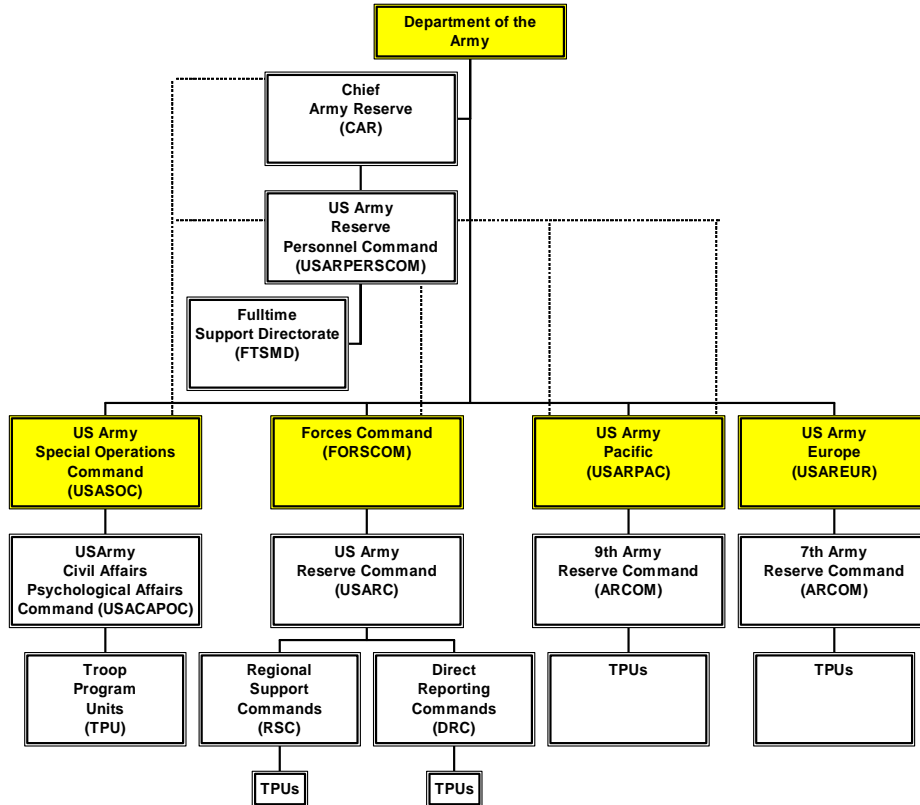
The President appoints the Chief of Army Reserve (CAR) in the grade of major general with the advice and consent of the United States Senate for a four year term. As the senior ranking officer in the USAR, the CAR has considerable command and staff responsibilities -- he wears three hats: As CAR he serves in the Pentagon on the Army Staff (ARSTAFF). In this capacity, he advises the Chief of Staff of the Army (CSA), develops policy for the USAR, and provides fiscal oversight to federal funds designated for the USAR. His staff in the Pentagon is known as the Office of the Chief, Army Reserve (OCAR).

His second major duty position is that of Deputy Commanding General for Reserve Affairs, FORSCOM. In this position he advises the CG, FORSCOM, on the USAR policy he developed as the CAR and serves as an advocate for reserve issues.

Reserve Components

The third position he holds is Commanding General, USARC, where he exercises command and control over USAR Regional Support Commands (RSCs), Direct

Reporting Commands (DRCs) and USAR installations. The second and third positions are located at Ft McPherson in Atlanta, Georgia.



Command and Control USAR
Figure 4-1

UNITED STATES ARMY RESERVE COMMAND

At the direction of Congress, the United States Army Reserve Command was established in 1991. It is a subordinate command of Forces Command and is located at Ft McPherson in Atlanta, Georgia. All USAR forces in CONUS, except USAR Psychological Operations and Civil Affairs units, are assigned to USARC.

Regional Support Commands

CONUS is partitioned geographically into eleven Regional Support Commands (RSC). These two-star commands provide

peacetime C2 to those CONUS USAR units subordinate to USARC. The RSCs are aligned along the boundaries of the 10 Standard Federal Regions (SFRs) used by the Federal Emergency Management Agency (FEMA). Most RSCs do not have a specific mobilization missions.

The three RSCs with the largest geographic and demographic spans of control have subordinate Regional Support Groups (RSGs) to support them with administrative, logistical, and general support services. The three RSGs are commanded by brigadier generals.

Direct Reporting Commands

There are two types of Direct Reporting Commands (DRC), both of which report directly to USARC. One type, the Functional Command, or "Go-to-War" Commands, have specific mobilization missions and may mobilize and deploy in support of war-fighting CINCs as entire commands. (Examples are the 143rd Transportation Command in Orlando, Florida and the 377th Theater Army Area Support Command in New Orleans, Louisiana). There are presently eight functional commands.

The other type of DRC is the Training Division. The Training Divisions, 13 in all, are further subdivided into two categories:

Divisions-Institutional Training (DIVIT); and Divisions -- Exercise (DIVEX). DIVITs replaced the US Army Reserve Forces Schools and the DIVEXs are the successors of the former Maneuver Area Commands (MAC).

Commanding Generals

The Commanding Generals (CG) of RSCs and RSGs, DRCs and Training Divisions are either major or brigadier generals and are "part-time," drilling reservists; and, unlike the TAGs in the National Guard, normally are not present in their respective headquarters for the majority of the month. Conversely, the TAGs are full-time state employees and normally wear their uniforms every work-day of the month.

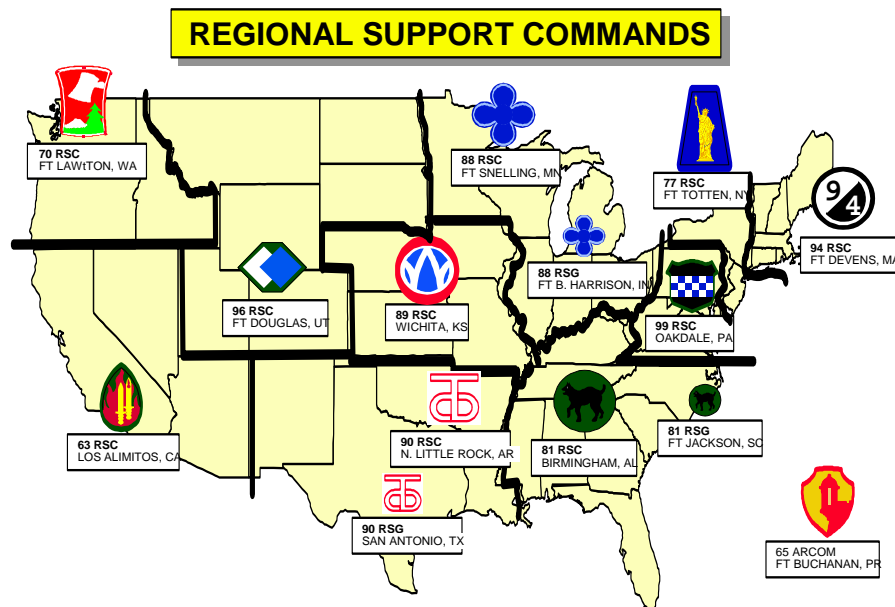


Figure 4-2

Installations

Recent changes in the roles and missions of the RC resulted in USARC's command and control of five CONUS installations: Fort McCoy, Wisconsin; Fort Pickett, Virginia; Fort Hunter-Liggett, California; Fort Dix, New Jersey; and Camp Parks, California.

Other USAR Units

The remaining USAR units, less than 10 percent of the total, come under C2 of MACOMs other than FORSCOM. These TPU's report to USACAPOC, a Major Subordinate Command (MSC) of the USASOC at Ft Bragg, North Carolina; the 7th Army Reserve Command (ARCOM) in Heidelberg, Germany, an MSC of US Army Europe (USAREUR).

USAR Personnel Command

The USAR Personnel Command (AR PERSCOM), a command directly subordinate to OCAR, is a multi-faceted agency whose primary responsibility is personnel management of USAR personnel. It is located in St. Louis, Missouri.

Full Time Support Management Directorate

The Fulltime Support Management Directorate (FTSMD), collocated with USAR PERSCOM in St. Louis, is responsible for the management of the USAR Active Guard Reserve (AGR) program. FTSMD is not a separate FOA of OCAR, like its predecessor, but is now a directorate subordinate to USAR PERSCOM.

CHAPTER 5

Active Component Support to the RC

The only probable means of preventing hostility for any length of time and from being exempted from the consequent calamities of War, is to put the National Militia in such a condition that they may appear truly respectable in the Eyes of our Friends, and formidable to those who would otherwise become our enemies.

George Washington

ACTIVE ARMY SUPPORT

Forces Command (FORSCOM)

Within the continental United States (CONUS), FORSCOM has responsibility for providing support and assistance to the training and operations of the USAR and ARNG.

FORSCOM also exercises overall C2 for all CONUS based, less SOF RC, USAR units during peacetime. United States Army Reserve Command (USARC) is FORSCOM's major subordinate command, responsible for peacetime C2 of TPU's. During periods of mobilization FORSCOM initially commands all federalized ARNG units as well.

C2 of RC units is generally handed off to the war-fighting theater CINC once the mobilization process is complete and units depart their POEs. Other mobilized RC units remain stateside and provide "sustaining base" support to deploying RC and AC units. They provide key medical support requirements, run garrisons and installations vacated by deploying AC units and operate the majority of the POEs. They remain under C2 of designated mobilization stations.

Continental US Armies (CONUSA)

FORSCOM executes its mission to support and assist the RC through the CONUSAs. They have four primary missions:

- Ensure all RC forces in the Army Area are trained and ready to support wartime requirements.
- Provide oversight of RC for training, operations, mobilization and deployment (TOM-D), as well as demobilization.
- Mobilize, deploy and demobilize forces in support of national security requirements.
- Command, control and coordinate forces in support of civil authorities and in defense of the Army Area.

The CONUSAs have responsibility for the mobilization of RC units within their areas of responsibility. In this role their specific mission is:

"Execute Army mobilization and provide for the security of DoD lines of communications, defense of designated assets, de-confliction of the mobilization process, movement control and support to essential government services, in order to ensure the ability of the nation to mobilize, deploy and sustain its military forces and achieve national security objectives."

The two remaining CONUSAs, First and Fifth Armies, are headquartered at Ft. Gillem, Georgia and Ft. Sam Houston, Texas

respectively. They are commanded by AC Lieutenant Generals. Among their various readiness related duties, CONUSAs assess the readiness of the RC by conducting periodic Organizational Readiness Evaluations (OREs). CONUSAs also have the responsibility to inspect the various State NG US Property and Fiscal Officers.

Senior Army Advisors

These AC officers are assigned to STARCs/TERARCs in the ARNG and RSCs/DRCs in the USAR and serve on the personal staff of the RC Commanding General. They are rated by the RC Commanding General and senior rated by the Commanding General, CONUSA. USAR advisors are known as Senior Army Advisor (SRAA) and those serving in the ARNG are referred to as Senior Army Advisor to the Guard (SRAAG).

Active Component Support to the RC

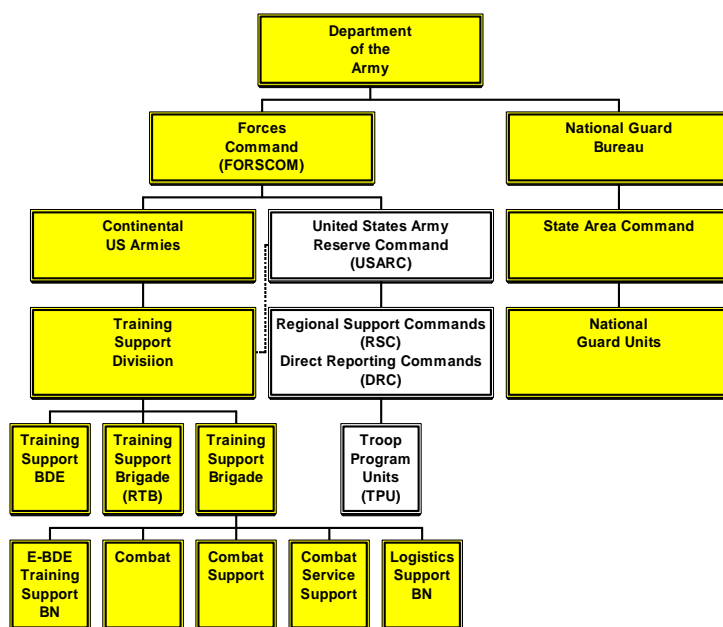


Figure 5-1

CHAPTER 6

Individual Training Status: Pay and Retirement Points

OVERVIEW

Two categories of RC training status, Inactive Duty Training (IDT) and Active Duty, are important to the RC soldier's primary means of compensation: pay and retirement benefits. Both of these types of compensation are calculated on the amount of time and type of training status the soldier is in when training with the unit. Pay is based on the active duty pay scale for the member's grade and length of service. Retirement points are also calculated according to the accumulated amount of the soldier's training time.

INACTIVE DUTY TRAINING (IDT)

Members of the Selected Reserve typically receive one day's basic pay (plus any special pay to which entitled) for each Unit Training Assembly (UTA) or Inactive Duty Training (IDT) period attended. Characteristics and types of IDT are as follows:

- Normally performed on a monthly basis (16 hours).
- Normally one weekend per month in an IDT status.
- Unit membership and attendance is authorization to receive IDT pay. No need for duty orders.

IDT also pertains to:

- An individual's training status.
- Pay status.
- Types of unit training.

TYPES OF IDT

Unit Training Assembly (UTA)

- Basic 4-hour block of IDT.
- UTA = 1 day's pay (base pay only, no allowances).
- 1 UTA = 1 retirement point.
- RC Unit members are authorized 48 UTAs per year

Multiple Unit Training Assemblies (MUTA)

- IDT period of more than one UTA.
- MUTA-4 (4 UTAs) is a typical weekend IDT Assembly (Drill Weekend).
- There can be MUTA-2s, MUTA-3s, MUTA-5s.

Split Unit Training Assembly (SUTA)

- Used primarily in ARNG.
- Elements of same unit perform IDT at separate times, locales or both.

Additional Training Assembly (ATA)

- Used for additional unit training requirements.
- ATAs closely controlled due to fiscal constraints.
- ATA = 4 hours duty.
- ATA = 1 day's pay = 1 retirement point.

Readiness Management Assembly (RMA)

- Used to augment full-time staff.
- Administrative or maintenance requirements.
- RMAs closely controlled due to fiscal constraints.
- RMA = 4 hours duty.
- RMA = 1 day's pay = 1 retirement point.

IDT Pay and Retirement Points

- Members are paid for IDT periods.
- IDT period must be at least four hours in duration.
- Pay based upon grade and years of service.
- Pay equates to 1/30th of AC monthly Base Pay for that member's pay grade.
- Medical, airborne, or flight pay at 1/30th increments.
- Allowances (quarters, subsistence, etc.) are not paid.
- 1 retirement points awarded for each 4 hour period.
- Maximum of 75 IDT points are allowed per year for retirement.

ACTIVE DUTY

During periods of active duty training, such as Annual Training, members of the Selected Reserve receive basic pay, plus all allowances, such as those for subsistence (BAS) and quarters (BAQ). Characteristics and types of active duty are:

- Primarily used for collective unit training.
- AD is also used for: special projects, authorized military schools, and unit support requirements.
- Day of AD = 1 day's pay, with allowances.
- Day of AD = 1 retirement point.
- Performed in Title 10 Status (SM subject to UCMJ).

TYPES OF AD

Annual Training (AT)

- The annual training period of two weeks, usually performed collectively as a unit.
- Performed in many ways and for many purposes.
- Some units (normally headquarters elements) are authorized to perform fragmented ATs, spread out over the calendar year.
- AT may be used for authorized military schooling.

Initial Active Duty Training (IADT)

- Initial training for RC personnel.
- BCT, AIT, and One Station Unit Training (OSUT).
- Performed with full pay and allowances.
- Can be performed as split training (BCT and AIT).

Active Duty for Training (ADT)

- Utilized for an RC member enrolled in a military service school or DOD approved school.
- Used for MOS qualification or special skills training.
- Available for officers and enlisted personnel.
- ARNG soldiers perform in Title 32 status.

Active Duty Special Work (ADSW)

- Accomplish special work projects for the ARNG or USAR.
- Cannot be used to fill full-time support personnel shortages.

ACTIVE DUTY PAY AND RETIREMENT POINTS

- SM must have individual duty orders.
- One AD day = 1 day's pay, with full allowances.
- One AD day = 1 retirement point.
- Pay based upon grade and years of service.
- Medical, airborne, or flight pay are paid.
- Paid as 1/30th of AC pay at soldier's grade.
- Restrictions, depending on type of AD, as to total continuous days of AD per year allowed.
- Total AD retirement points can equal 365 per year.
- An IDT retirement point and an AD retirement point
- AD and IDT cannot be performed on the same day.

Fifty (50) retirement points (AD + IDT) = one (1) qualifying year or "Good Year" for retirement. RC personnel can retire upon completion of 20 qualifying years, but do not receive retirement pay until age 60. Eligible RC must request retirement pay when they reach age 60.

CHAPTER 7

Full-Time Support Program

The Fulltime Support Program (FTS) provides full-time military representation to RC units. These qualified personnel are considered by senior RC leadership to be absolutely essential to the effective administration and management of day-to-day unit requirements and vital to Selected Reserve unit readiness and war-fighting capability. FTS personnel are now assigned at virtually all levels of command within the USAR and ARNG. The four categories of FTS personnel are: Active Guard Reserve, Military Technician, Active Component and Department of the Army Civilian.

Active Guard Reserve (AGR)

AGR personnel are National Guard personnel on Full-Time National Guard Duty or Reserve personnel on active duty. AGRs provide direct support to prepare the RC for their wartime mission. There are two distinct types of National Guard AGR and another program in the USAR. Regardless of the category, all of these AGR soldiers are considered "active duty" and are eligible to retire after 20 years of Active Federal Service (AFS). They carry active "Green" identification cards and receive the same pay, benefits and entitlements as AC soldiers.

• ARNG US Code - Title 32 (32USC) AGR

AGR 32USC soldiers work for the Governors of their respective states. They represent a significant percentage of the FTS within their States, Territories, Common Wealth or District. With few exceptions, they are restricted to assignments within their states. AGR 32USC positions are non-mobilization positions – necessitating the soldier to revert back to his previous mobilization-day soldier position in order to mobilize and deploy with his unit. Their records are maintained by the Human

Resources Management Officer (HRMO) of State Area Command. All AGR32 USC personnel management actions are conducted at the state level.

• ARNG US Code - Title 10 (10USC) AGR

AGR 10USC soldiers are members of the National Guard of the United States (NGUS), a Federal entity, and are managed by the National Guard Bureau. With only one exception, the US Property and Fiscal Officer, there are no Title 10 AGRs assigned to the States. The vast majority are assigned to NGB or to various AC staff organizations worldwide.

• USAR US Code - Title 10 (10USC) AGR

All USAR AGR soldiers are managed by the Fulltime Support Directorate (FTSMD), USARPERSCOM. USAR AGRs are eligible for assignment worldwide in a host of assignments at different levels of RC and AC staffs.

Military Technicians (MILTECH)

MILTECHs are civilian employees that must have dual status as a condition of employment. Dual status means that they must also be military members of the Selected Reserve in a mobilization position. DA policy requires that MILTECHs be used primarily to provide highly skilled technical support to wartime deployable units and that they drill with the Reserve unit they support. The National Guard requires that MILTECHs be assigned to a military position in the unit that is compatible with civilian technician position. They are a key component of virtually all TPUs in the USAR and units in the ARNG at levels below the brigade level.

Reserve Components

MILTECHs are required to maintain "dual status" as a condition of employment and to serve in three ways:

- to provide, in their civilian capacity, the daily management, planning, maintenance, training and other support required by their units to attain and maintain mobilization readiness.
- to participate in the military training activities of their units through assignment as soldiers to related military positions in their units.
- to enter on active duty with their units upon mobilization.

Active Component (AC)

AC personnel are active duty military members assigned or attached to RC organizations. DA policy requires that AC

personnel be used primarily to advise the RC on current AC military doctrine, training, exercises and inspections to ensure the RC units are at the highest level of readiness. Further requirements stipulate that AC members be assigned to validated positions in the Reserve units and mobilize with those units. These soldiers are not part of the Selected Reserve and do not count toward the end-strength of the RC; however, they are counted as part of the trained end strength of the particular unit.

Department of the Army Personnel (DAC)

DAC personnel, who are not classified as MILTECHs, provide administrative support to the Reserve Components and are not part of the Selected Reserve. DACs are usually found at high level RC staff organizations.

CHAPTER 8

Mobilization

Everyone will now be mobilized and all boys old enough to carry a spear will be sent to Addis Ababa. Married men will take their wives to carry food and cook. Those without wives will take any woman without a husband. Women with small babies need not go. The blind, those who cannot carry a spear, are exempted. Anyone found after receipt of this order will be hanged.

Haile Sellassie
1935 Mobilization Order

MOBILIZATION AUTHORITY

The authority to order mobilization resides with the President and/or Congress. The Secretary of Defense (SECDEF), with the advice and recommendation of the Service Secretaries and the Joint Chiefs of Staff (JCS), recommends to the President and the Congress the levels of mobilization required to support a given contingency, operations plan (OPLAN), or national emergency. The SECDEF directs mobilization of the RC units and manpower through the various military departments.

GRADUATED RESPONSE: LEVELS OF MOBILIZATION

A key aspect of the mobilization level concept is graduated mobilization response (GMR) actions. GMR is a flexible decision making process. It triggers five levels of response option which can be adjusted to the degree of severity and ambiguity of warning indicators or an event. These options allow the government to take small or large, often reversible, steps to increase our national security emergency preparedness posture. When planning, commanders and staff officers should understand that a lower level of mobilization does not necessarily precede a higher level of mobilization.

There are five levels of mobilization. Generally, the magnitude of the emergency

governs the call or level of mobilization. As authorized by law or congressional resolution, and when directed by the President, the Department of Defense mobilizes all or part of the Armed Forces within the parameters of those levels. The levels are:

Selective Mobilization (10USC, Section 331/332/333/ 673)

For a domestic emergency, the Congress or the President may order expansion of the active Armed Forces by mobilization of RC units and/or individual reservists to deal with a situation where the Armed Forces may be required to protect life, Federal property and functions, or to prevent disruption of Federal activities. A selective mobilization would not be associated with a requirement for contingency plans involving external threats to the national security. Selective Mobilizations are:

- Directed by President or Congress.
- For peacetime domestic emergency.
- Not associated with external threats.
- For selected units.

Presidential Selected Reserve Call-up (PSRC) (10USC, Section 673b)

Under the PSRC, the President has the power to activate up to 200,000 Selected Reserve members involuntarily for 270 days

Reserve Components

without declaring a national emergency. He may use the authority when he determines it necessary to augment the active forces for any operational mission. This authority is not meant to circumvent existing controls on active duty end strengths through successive call-ups of reservists. PSRC are:

- Directed by Presidential Executive Order.
- For up to 200,000 troops for up to 270 days.
- To meet any operational mission requirements.
- Done without a prior declaration of war or national emergency.

Partial Mobilization (10USC, Section 673c)

For a contingency operation or war plan or upon declaration of a national emergency, the Congress or the President may order augmentation of the active Armed Forces (short of full mobilization) by mobilization of up to one million members of the Ready Reserve (units and individuals) for up to 24 months. Actually, only the President is limited by the one million member ceiling. Congress may establish any limit desired in a Congressionally-declared partial mobilization, and may exceed the 24 month limitation imposed on the President. Partial Mobilizations:

- Require Presidential or Congressional proclamation of national emergency.
- Require Executive order or Congressional Declaration.
- Involve external threat.
- May call up to 1,000,000 troops of the Ready Reserve for up to 24 consecutive months of active duty.
- May include the involuntary mobilization of the IRR.

Full Mobilization (10USC, Section 671a and 672a)

Full mobilization requires passage by the Congress of a public law or joint resolution declaring war or a national emergency. It involves the mobilization of all RC units in the existing approved force structure, all individual reservists and the material

resources needed for this expanded force structure. Full Mobilizations:

- Requires Public Law or Joint Resolution of Congress.
- Requires declared war or national emergency.
- Involves all remaining RC units, IMAs and IRR.

Total Mobilization (10USC, Section 671a and 672a)

Total mobilization involves expansion of the active Armed Forces by organizing and/or activating additional units beyond the existing approved force structure to respond to requirements of the emergency, and the mobilization of all natural resources needed, to include production facilities, to sustain such forces. Congressional authorization is required for these actions. Total mobilizations include:

- Public Law or Joint Resolution of Congress.
- Expansion of active armed forces.
- Expansion of industrial base
- Generation of new units as required.

MOBILIZATION PROCESS

RC unit commanders must continually plan for mobilization and be ever ready to efficiently marshal their units and expeditiously move them to assigned mobilization stations (MS). Accordingly, they must prepare their post-mobilization training plans in order to enhance mobilization station training. Moreover, unit mobilization plans/files must be organized to expedite the myriad of personnel and unit administrative requirements through-out the mobilization process. The mobilization process is divided into five phases:

Phase I - Planning

This phase includes the normal day-to-day endeavors of each unit at its home station (HS) during peacetime. During this phase, units plan, train, and prepare to accomplish assigned mobilization missions to include:

- Preparing mobilization plans and files.
- Attending mobilization planning conferences.
- Providing required planning data to the MS.
- Conducting mobilization training and developing post-mobilization training plans.
- Preparing movement plans.
- Completing as much administrative processing as possible.

Phase II - Alert

This phase includes all actions taken by a unit following receipt of the official alert. The unit takes specific actions, in accordance with their MOB plans, to prepare for transition from RC to AC status. Actions such as personnel screening and cross-leveling are executed during this phase. This phase ends with the effective date of mobilization of the unit at HS.

Phase III - Home Station (HS)

This phase begins on the effective date of the unit mobilization. The unit becomes AC upon the E-date and the start of this phase. It comes under C2 of the unit's supporting CONUSA. Actions taken include:

- Inventory and loading of unit property.
- Dispatch of the advance party to the MS.
- Dispatch of organic equipment and vehicles to MS.
- Movement of main body.
- Movement by commercial transportation of personnel and equipment in excess of organic capability.

Phase IV - Mobilization Station (MS)

This phase begins with the unit's arrival at the MS. The MS commander assumes overall command of the unit. This phase includes all actions necessary in order for the unit to meet deployment criteria stipulated by the theater war-fighting CINC. Actions include:

- Processing of personnel and equipment.
- Accession of the unit into the active structure.
- Conducting required individual or collective METL training.

- Conducting appropriate cross-leveling actions.
- Completing Soldier Readiness Processing (SRP)/ Preparation for Overseas Movement (POM).
- Unit validation for deployment.

Phase V - Port of Embarkation (POE)

This phase completes the CONUS based mobilization process. It includes all activities at the Seaport of Embarkation (SPOE) and/or Airport of Embarkation (APOE). These activities include the loading of equipment and the manifesting and loading of personnel.

Demobilization

Demobilization planning runs concurrently with mobilization planning. It ends with the decision to release RC units and individuals from active duty. Commanders must ensure that their soldiers receive the following documentation/briefings prior to completion of the demobilization process and return to home station:

- All required medical/dental care and appropriate records.
- Updates of finance/personnel records.
- Required legal and entitlement briefings.
- Line of Duty (LOD) determination, if required.
- DD Form 214.

Commanders must also ensure that coordination has been effected concerning:

- Accurate reconciliation of property accountability documentation (property books, Prescribed Load List (PLL) accounts, etc.)
- Timely shipment of unit equipment to the HS, Equipment Concentration Sites (ECSs), and Mobilization and Training Equipment Sites (MATES).
- Proper preparation of movement orders for unit members to return to their HS and individuals to their home of record.

State Military Support Missions

The ARNG responds to emergencies throughout the states and territories.

Reserve Components

Assistance provided by the ARNG in these State missions include: protection of life and property, preservation of peace and order and public safety. When the ARNG is called up for State duty, the action does not constitute mobilization. The ARNG normally devotes one MUTA-4 per year for state mission training.

Unit Status Report (USR)

The USR is prepared quarterly in the RC. Data entered on the report by unit personnel can often be inaccurate or appear misleading due to the time lag between the preparation date and date of receipt at HQDA. The report must be forwarded through numerous layers of higher commands before it reaches HQDA. Regulations require that each "owning unit" report the operational status of all unit mission essential equipment, even

items stored at facilities such as USAR ESC or ARNG Organizational Maintenance Shops (OMS). Unfortunately, many of these maintenance support units, which are responsible for maintaining and securing the unit's mission essential equipment, are located hundreds of miles away from the unit. These distance problems alone account for many serious RC readiness reporting deficiencies.

Federal Emergency Management Agency (FEMA)

FEMA is a federal agency which works closely with RC units in supporting domestic disaster relief operations, e.g. earthquakes, hurricanes, or other calamities. FEMA normally maintains a full-time RC liaison cell at the CONUSA. A number of IMAs participate in FEMA assignments.

CHAPTER 9

Incapacitation Pay

Incapacitation (INCAP) pay is an RC - unique program designed to provide financial relief to members who are physically injured or contract a disease during any officially determined duty (IDT or AD). These injuries/diseases must result in medical costs for the RC member and loss of civilian income.

While INCAP pay is not automatic, and the member must submit a claim for the assistance, he/she is entitled to INCAP Pay once approvals are granted by all applicable higher headquarters. The process can be lengthy and involved due to several recurring legal and regulatory issues. Three basic "laws" or standards must be met in order for soldiers to be eligible for INCAP pay:

THREE LAWS OF INCAP PAY:

1. The injury or physical malady must result in loss of income to the soldier.
2. The injury or physical malady must preclude the soldier from performing his/her civilian or military duties.
3. A Line of Duty (LOD) investigation must have been conducted and resulted in an "LOD - YES" determination.

Other requirements and issues surrounding INCAP pay are:

- Civilian medical bills must have been incurred.
- A determination by medical personnel must have been made that the condition did not exist prior to military service.
- The soldier must resubmit his claim for INCAP pay monthly.
- Six-month medical exams must be performed by an AC doctor.
- Medical Evaluation Board (MEB) and Physical Evaluation Board (PEB) delays often create delays in payments to soldier.
- Potential for fraud with INCAP pay is real.
- INCAP pay is processed and managed through the command's personnel channels.
- AR(NGR) 135-381 is the basic document regulating the INCAP pay program.

CHAPTER 10

Medical and Dental Benefits and Unit Requirements

MEDICAL BENEFITS FOR RC MEMBERS

Medical and dental care for Selected Reservist

Members of the Selected Reserve assigned to units scheduled for deployment within 75 days after mobilization, will, at no cost to the member, receive an annual medical and dental screening and dental care required to ensure that the member meets the dental standards required for deployment. In addition members who are over 40 years of age will receive a full physical examination at least every two years.

Dental Insurance Program

Selected Reservists will be offered voluntary enrollment in this program which shares the premium between the member and DoD. The member contribution will not exceed \$25.00 per year. Benefits provide basic dental care and treatment, including diagnostic services, preventative services, basic restorative services, and emergency oral examinations.

MEDICAL BENEFITS FOR MILITARY FAMILIES

Family members of RC soldiers ordered to active duty for more than 309 days are entitled to medical care on a space available basis at Uniformed Services health Care facilities; on a cost-sharing basis provided by CHAMPUS; and for no-cost treatment provided by the Primary Care for the Uniformed Services (PRIMUS).

MEDICAL REQUIREMENTS FOR RC UNITS AND MEMBERS

RC soldiers have medical requirements nearly identical to those required for their AC counterparts. These requirements present many administrative and logistical "challenges" to RC unit commanders. Some of these requirements include:

Physical Examination

RC personnel are required by law to complete a physical examination every five years. This requirement typically creates enormous problems for RC commanders due to the dispersion of subordinate units and great distances to military medical treatment facilities. Many RC members complete this requirement on their own time, and even take time off from civilian jobs, with no pay. Class II Flight physicals, required annually, pose even greater logistical and administration requirements for units when medical support organizations are not located nearby.

Human Immune Deficiency Virus (HIV) Biennial Testing

RC Units are seldomly located near a military medical treatment facility; therefore, scheduling of appointments and the logistics associated with transportation, etc. can create problems for unit leadership. Some USAR medical units conduct required medical testing, but often lack the necessary equipment and supplies. ARNG and USAR units must often contract civilian medical organizations complete HIV testing and other medical requirements.

Immunizations

This recurring support requirement creates havoc for RC medical units -- immunization is often not part of the unit's day-to-day, or wartime, mission. Once again, geographical dispersion of RC units plays a major part of accomplishing this requirement.; however, the requisition, storage, security, transport, and turn-in of drugs and other

medical supplies presents the primary logistical problem in the RC community.

Cardiovascular Screening (CVS)

RC soldiers who have reached the age of 40, are required CVS. As with immunizations and other medical requirements, CVS can create enormous coordination problems within the RC member's unit.

CHAPTER 11

Retirement, Transition Initiatives and Separation

RETIREMENT

Retirement benefits are a major source of compensation for RC participation. RC members must document service performed in order to be eligible for retirement and they must request retirement benefits once they have accumulated sufficient qualifying years.

Eligibility

To be eligible, an RC member must have 20 qualifying years ("Good Years"). A qualifying year is one in which a Reservist accumulates fifty or more retirements points. Points are awarded on the basis of one point for each four-hour unit training assembly (UTA) or Inactive Duty Training (IDT) period, each day of active duty, or each three credits of military correspondence studies completed. Fifteen points are awarded annually for membership in the Reserve program. Not more than sixty points for inactive duty training membership may be credited for retirement purpose during any one year.

For most Reservist, retired pay is computed by totaling all retirement points accumulated and dividing by 360. The quotient is then multiplied by 2-1/2 percent and the resulting percentage applied to the active duty basic pay rate for the grade and number of years of service, using the pay schedule in effect at the time the Reservist commences to draw retired pay (typically at age sixty). Based upon the 1996 pay schedule, a lieutenant colonel or equivalent, retired with three years of active Federal service and twenty years of Reserve component service (about 2,200 retirement points), would receive

approximately \$735 per month retired pay beginning at age sixty.

Retirement Pay

As previously mentioned, retirement pay benefits cannot be received until age 60, even though successful service completion may have concluded years before. Entitlement rules have changed for these soldiers, referred to as "gray area" retirees, to allow some non-pay benefits before they reach age 60. ARNG members eligible for retirement benefits receive the same entitlements as USAR retirees. However, some states provide additional benefits for their retirees. Each state has different provisions.

Upon receipt of retired pay, Reservists and their eligible family members receive the same healthcare benefits as AC retirees. Reserve retirees are also eligible to use facilities such as military commissaries, post exchanges, clothing sales stores, theaters, recreation facilities, clubs, guest house accommodations and more. World-wide space-available air travel on military aircraft is also authorized for retired Reservists and their spouses.

Retirement Points Accounting System (RPAS)

RPAS is the management system which monitors and accounts for the RC member's point totals. The system's data-base is updated on the member's anniversary date.

TRANSITION INITIATIVES

Beginning in 1990, transition programs have been implemented to assist members of the active forces in the downsizing of the military.

Reserve Transition Assistance Program (RTAP)

RTAP fulfills a need to ensure that members of the Selected Reserve, including the Army National Guard, are treated with fairness, and with attention to the adverse personal consequences of Selected Reserve unit inactivations. This program was designed to help Guard members and Reservists whose billets or units were inactivated. It also helps those who are transferred from the Selected Reserve (without retired pay, which does not begin until they reach age 60) as a result of programs, designed to balance and shape the military force of the future.

In general, program assistance is available to members involuntarily separated from the Selected Reserve during the period from October 1, 1991, through September 30, 1999. Certain benefits such as: separation pay, special separation pay, or early qualification for retired pay at age 60 are available to certain separated members.

SEPARATION

Individuals separate from the RC for numerous reasons. Other than retirement, some of these reasons are:

- Job conflict.
- Retention board (non-selection).
- Medical retirement.
- Unit relocation or redesignation.
- Promotion above grade authorized in unit.
- Unsatisfactory Participation (UP).

Unsatisfactory Participation (UP)

If an RC member fails to attend nine UTAs in a year, without a valid excuse, that member is processed for elimination. Soldiers eliminated for UP are typically transferred to the IRR.

Personal Turbulence

Attrition usually accounts for over 30% turnover per year in the USAR and 25% in the National Guard. The significance of this problem to the RC unit can be extreme. A training year is normally only 38-39 days for the RC (24 IDT days and 14-15 AT days). Personnel shortages and high turnover rates reduce unit readiness, and retraining of new soldiers takes a bite out of those precious days of training. When an RC member leaves a unit due to a civilian job transfer, that member may affiliate with another unit in his new locale. However, if the member's MOS is not compatible with a vacancy in the new unit, cross-training must take place. This creates additional training expense and degrades other unit training while individual retraining is conducted. There are no guarantees an RC member will remain in any locale for a specified period of time.

CHAPTER 12

Promotions

ENLISTED PROMOTION PROGRAMS

There are four different sets of criteria for the promotion of enlisted soldiers in the RC. One set is for the IRR; the second is for USAR soldiers in units; the third is for those in the AGR program, and; the fourth is for ARNG soldiers.

Individual Ready Reserve

Eligibility for promotion in the IRR is based on the following criteria. The individual must:

- Be a satisfactory IRR participant.
- Be assigned to the IRR for a minimum of one year.

- Be in an active status and have earned at least 27 points in the current retirement year.
- Be MOS qualified.
- Be physically fit.
- Have completed appropriate time-in-grade (TIG) requirements for promotion to the next grade.

USAR Units

Promotion in USAR units is based on individual qualifications and on unit cumulative vacancies. Cumulative vacancies are computed by subtracting the assigned strength, by pay grade, from the authorized strength. Starting with pay grade E8, add or subtract the cumulative vacancies in the next higher grade to the total in each column. For example:

	E9	E8	E7	E6	E5	E4	Total
Authorized	1	2	15	24	90	170	= 302
Assigned	1	1	10	20	77	188	= 297
Vacancies	0	1	5	4	13	-18	
	0	1	6	10	23		
Cumulative	0	1	6	10	23	5	= 45

This means that the commander may promote 23 E4s to E5 and 10 E5s to E6. Eligibility for promotion is based on the following criteria. A soldier must:

- Be a member of the Ready Reserve.
- Be recommended by the commander.
- Be assigned to an existing duty position of a higher grade (E3 to E4 only).
- Be MOS qualified in the MOS in which considered.
- Have the required TIG and time-in-service (TIS) for the next grade.
- Have the required civilian education for the next grade.

- Have completed the NCOES course at the appropriate skill level for the current grade.

AGR Personnel

Promotion criteria in the AGR vary with the grade being considered. A vacancy must exist at the next higher rank in order for AGR personnel to be promoted. In addition, the soldier must:

- Be MOS qualified in the MOS in which recommended.
- Be physically fit and meet the Army weight control program standards.

- Meet the announced TIG and TIS requirement.
- Meet the minimum civilian education requirements.
- Have completed the minimum amount of AGR status time by the zone cutoff date.
- Have the appropriate security clearance for the position to be filled.

ARNG Personnel

Promotion within the ARNG is based on individual qualifications and unit vacancies. In general, the soldier must:

- Be in the active ARNG.
- Be assigned to a federally recognized unit position.
- Be recommended by the unit commander.
- Be serving in the pay grade below the one he is being considered for.
- Be MOS qualified.
- Meet Army height and weight standards.
- Meet TIS, TIG and military educational requirements for the next grade.

WARRANT OFFICERS PROMOTIONS

Warrant officers (WO) are promoted much like commissioned officers. All officer promotions are governed by the Reserve Officer Personnel Management Act (ROPMA) of 1994 (see paragraph 12-3 for details). Selection for WO promotion for USAR is by a centralized WO promotion board convened by HQDA. To be eligible for selection, a WO must be on active status and meet necessary TIG and TIS requirements. To be promoted, a unit vacancy must exist and the WO must:

- Be in an active status.
- Be medically fit.

- Meet weight control standards.
- Have completed appropriate TIS and TIG requirements.
- Meet minimum military and civilian education requirements.

COMMISSIONED OFFICER PROMOTIONS

Promotions of RC officers are governed by law. Most of the provisions of ROPMA have an effective date (E-date) of 1 October, 1996. ROPMA was designed to more closely align the reserve promotion system with the program used by the AC and to standardize the promotion systems of the USAR and ARNG. The law requires that each RC officer be considered for promotion when he has served the required number of years of service and years in grade to be eligible for promotion. This promotion consideration accrues to an officer whether he be assigned to a TPU or ARNG unit, in the IMA or the IRR. RC officers assigned to units have the additional opportunity to be considered for promotion to fill unit vacancies when they have enough time in grade, without regard to total years of service. To be eligible for selection for promotion, an RC Officer, not on active duty, must:

- Be on the Reserve Active Status List (RASL).
- Be participating satisfactorily in Reserve training.
- Meet the prescribed military educational requirements.
- Meet the prescribed physical fitness and weight standards.
- Have served the required number of years of service and years in grade.
- Have the appropriate security clearance.

CHAPTER 13

Personnel Acquisition

The Army must continue to attract and retain America's best young men and women. The importance of these quality people was clearly demonstrated in operations in Panama, Southwest Asia, Somalia, Rwanda, Haiti and elsewhere where our soldiers and their leaders performed superbly under extremely adverse conditions.

United States Army Posture Statement FY97

ENLISTED PERSONNEL

There are two methods by which an enlisted soldier is accessed into the RC. That soldier enlists either directly into a reserve unit from civilian life or transfers from active duty.

Enlistment of soldiers directly from civilian life is a straightforward process. The individual enlists for an 8-year obligation in an Army Reserve TPU or National Guard unit, and then is programmed to attend initial entry training (IET). Soldiers receive IET in one of two ways, either all at one time or in two increments over any time period up to two years. Soldiers cannot, however, split Basic Combat Training (BCT) or Advanced Individual Training (AIT) into smaller increments. Each must be as one continuous course of instruction. Upon receiving an MOS, the soldier then progresses through the enlisted system, and for education purposes, enters the Enlisted Professional Development Education System (EPDES). All attempts are made by the command to have the soldier remain with his initial unit of assignment. However, soldiers may become a non-participants for a variety of circumstances, e.g., moving to another location but still wishing to participate, or a significant change in his civilian job situation. Many soldiers chose to participate in an RC unit as a means of fulfilling service obligations, rather than going into the Individual Ready Reserve.

Transfer from the AC to RC

Soldiers who transfer into the reserves from the AC enter at their last held AC rank and are credited with schooling completed during their AC tenure. For example, an E4 who departs the AC and enters the RC, and who has completed the Primary Leadership Development Course (PLDC), retains the rank of E4, does not have to re-attend PLDC and is eligible for Basic NCO Course (BNCOC) at the appropriate time.

Transfer from RC to the AC

The same is not true, however, for an enlisted reservist or guardsman moving on to active duty. He does not always retain his rank. AC soldiers entering the RC to fill positions not within the scope of their MOS must attend appropriate military schooling (RC or AC) in order to earn the appropriate MOS.

WARRANT OFFICERS (WO)

There are three methods by which the RC obtains WOs: transfer from the AC; appointment from within the RC; and direct appointment of prior service warrant or commissioned officers subject to MOS proponent technical certification.

- Transfer from the AC is accomplished simply and without loss of time in service or skill qualification.
- Appointment from within the USAR is a 3-step process requiring:

1. Selection by a centralized board.
2. Successful completion of the Warrant Officer Candidate School (WOCS).
3. MOS qualification/ proponent technical certification.

OFFICERS

There are four ways an officer can enter the RC. They are:

- ROTC.
- Officer Candidate School (OCS).
- Direct commission.
- Transfer from the AC.

Officers who transfer from the AC enter the RC at their AC rank and are credited with the schooling they have completed. For example, a captain who has completed his Officer Advance Course and enters the RC is eligible at the appropriate time for Combined Arms Services Staff College (CAS3) and then Command and General Staff College (CGSC). Notable differences between COMPO personnel management systems can create interesting personnel management "challenges" when officers transfer from the AC to the RC. For example, there is often a requirement to

recalculate the officer's Date of Rank (DOR) after his transfer from the AC.

OTHER ACQUISITION PROGRAMS

Civilian Acquired Skills Program (CASP)

This RC program allows personnel to enter the Army at elevated pay grades or abbreviated training periods based on previous training or experience. The program is focused primarily on individuals with skills applicable to the Army Medical Department (AMEDD), Judge Advocate General (JAG), or Chaplain (CHAP) branches.

The Simultaneous Membership Program (SMP)

SMP is designed to attract newly commissioned 2LTs into the USAR and ARNG. It involves the individual's participation in both college ROTC and an ARNG unit or USAR TPU as an active member. Pay and allowances are earned from both sources (ROTC and RC unit), however, time-in-service for retirement is not accumulated for SMP service. Moreover, SMP soldiers are not guaranteed RC assignments upon commissioning and they have the option of requesting active duty. RC participants in the SMP are non-deployable members of the Selected Reserve and remain in this status until their education is complete or quit attending school.

CHAPTER 14

Restructuring of the ARNG AND USAR

The only probable means of preventing hostility for any length of time and from being exempted from the consequent calamities of War, is to put the National Militia in such a condition that they may appear truly respectable in the Eyes of our Friends, and formidable to those who would otherwise become our enemies.

George Washington

THE OFF-SITE AGREEMENT

In 1993 the Department of Defense directed a major restructuring of the Army National Guard and Army Reserve. In early 1994 the restructuring plan, known as the Off-Site Agreement, was briefed to the Congress and approved. The plan enhanced the Army's ability to execute the nation's post-Cold War National Military Strategy (NMS) -- the new NMS placed greater emphasis on "power projection," deploying CONUS based forces of all COMPOs and places increased reliance on the Army National Guard and the US Army Reserve to achieve national military objectives. There were three major ingredients of the Off-Site Agreement:

Overall Reductions

The FY 99 RC personnel end-strength in the Selected Reserve will be reduced to 575,000 [367,000 ARNG and 208,000 USAR]

ARNG Force Structure Changes

The majority of RC combat arms units were placed into the Army National Guard. With few minor exceptions, this provided the ARNG with virtually all RC combat arms units -- artillery, aviation, infantry, armor, special forces, engineer, and military police units. Simultaneously, the majority of the ARNG Combat Support (CS) and Combat Service Support (CSS) units at echelons above

division (EAD) and echelons above corps (EAC) were transferred to the USAR.

USAR Force Structure Changes

The USAR retained its CS and CSS units and received many of the ARNG CSS units (EAD and EAC). The ARNG units transferred to the USAR, in most cases, were merely re-flagged. The USAR now provides the majority of RC CS and CSS units in the Force Support Package (FSP); a "pool" of CONUS based CS and CSS units comprised from all COMPOs and tailored to support theater CINC requirements for executing the dual Major Regional Contingency (MRC) strategy.

Tiered Resourcing

The Off-Site Agreement and other RC enhancement initiatives of the 1990s placed top priority on ensuring the readiness of early-deploying RC units. A graduated, or "tiered," resourcing program was developed by both the ARNG and USAR in order to focus the majority of training dollars, mission essential equipment and MOS qualified personnel into early-deploying units. This group of high priority units consists of the newly created ARNG Enhanced Brigades (EB), as well as FSP units of both the ARNG and USAR. The 15 EBs, to be fully operational by FY '99, will be capable of mobilizing and deploying in support of war-fighting CINCs within 90 days

of receipt of a mobilization order. In many cases, FSP units are required to mobilize and deploy within 21 days of notification. Other early deploying units, such as CONUS

Sustaining Base (CSB) units have similar deployment requirements and are also highly resourced.

CHAPTER 15

Inspector General Support to the RC

WHERE ARE THE IGS?

As a general rule, general officer commands within both RC components have Inspectors General; however, the size and make-up of the various IG organizations vary greatly. Many RC IG offices have both FTS IGs (AGR, DAC and AC personnel) and Drilling Reservist/Guardsmen IGs.

Active Army Support

The Department of the Army Inspector General (DAIG) is a large full-service IG organization. Located in the Pentagon, DAIG is accessible to any soldier in the Army. The FORSCOM IG, located at Fort McPherson, Georgia is another large full-service IG organization. Moreover, all MACOMs and AC MSCs have full-service IG offices. The CONUSAs, however, have very small IG sections which are focused primarily on force readiness assessments and evaluation.

RC INSPECTORS GENERAL

National Guard Bureau

The Office of the NGB Inspector General (NGB-IG) is located in the Pentagon and is comprised of the Assistance and Investigations Division (ARNG); the Complaints and Inquiries Division (ANG); the Inspections Division; and, the Policy,

Program, and Evaluation Division. The NGB-IG has AC, AGR and DAC IGs.

State IGs

All State and Territory Area Commands in the National Guard are authorized AC colonels or lieutenant colonels as their State IGs; however, the Governor has the option whether or not to fill the position with an AC officer. Currently, 46 states and all territories have AC IGs. Presently, four states have opted to fill their IG position with drilling guardsmen. National Guard IG offices in the states and territories are diverse in mission and composition; support provided to them by TAGs varies greatly from state to state. State IG offices are often augmented by full-time Army National Guard (AGRs), Air National Guard, state employees, or drilling Guard personnel.

USARC

Headquarters, United States Army Reserve Command, has a full-service IG organization comprised of AC, AGR, and DA civilian (DAC) personnel. Additionally, Regional Support Commands and all Direct Reporting Commands have full-time IG representation. Moreover, all RSCs and DRCs have drilling reserve IGs assigned to their respective offices. While there is no IG office at OCAR, there is a small IG office at USARPERACOM which is a good Tech Channel point of contact for identifying and locating personnel records.

CHAPTER 16

Real Property

Facilities and Funding

Facilities management is often different for the ARNG and USAR. The term "Armory" applies to ARNG unit facilities and "Reserve Center" refers to a USAR TPU facility.

Funding ratios for construction of ARNG facilities is approximately 75% federal and 25% state dollars. The USAR is 100% federally funded. Leasing of facilities is common in both RC COMPOs. Funding for leases in the ARNG is normally provided by the state, unless a federal directive for the lease was given and federal funds provided.

Maintenance

The ARNG facility maintenance funding follow different channels. Operations and Maintenance Army National Guard

(OMARNG) dollars provide for routine upkeep or repairs. Other federal funds are used to build new ARNG armories. Once the state assumes control of a building, maintenance funding must come from other means. States often underwrite minor repair and general upkeep expenses by making armory space available for lease to private wedding receptions, auctions, or other functions by civilian organizations.

USARC has delegated Base Operations (BASOPS) -- installation service support -- functions to the RSC and other DRCs. These MSCs must contract with various support AC installations, as well as with civilian contractors, to perform basic repair and utility services. Operations and Maintenance Army Reserve (OMAR) funds are used for this maintenance and service support.

CHAPTER 17

Equipment

Procurement

The Dedicated Procurement Program (DPP), which was Congressionally enacted, greatly enhanced the RC's Equipment On Hand (EOH) posture. DPP distributes mission essential equipment based upon an RC unit's tier and deployment sequence. A unit's designated unit Force Activity Designator (FAD) and relative position on the DA Master Priority List (DAMPL) dictates when and what amounts of equipment it will receive. The stated goal for early and forward deployed units is 80% EOH (or "C2" on the USR).

Accountability

RC units adhere to applicable Army Regulations regarding equipment accountability.

Storage

Many RC units have equipment stored apart from their HS due to storage area limitations. This equipment often includes mission

essential equipment such as wheeled vehicles, weapons, tentage, chemical defense equipment, cold weather gear, or other necessary mission essential equipment. Problems with training, readiness and mobilization planning result from this geographical dispersion of unit equipment.

Maintenance

While RC units train only an average of 16 hours per month, unit equipment requires scheduled and unscheduled maintenance throughout the month. Therefore, TDA maintenance activities and organizations were established and dispersed throughout CONUS to support RC unit maintenance requirements. These activities are staffed primarily with full time DOD civilian technicians, however, some AGR personnel are also assigned. These civilians, whether state and federal, are one of the following categories: General Schedule (GS), Wage Grade (WG), Work Leader (WL), or Work Supervisors (WS). Missions and types of several of the common maintenance activities in the RC are:

MISSION	ARNG	USAR
Provide technical assistance and area maintenance support for ground equipment and/or watercraft.	Organizational Maintenance Shop (OMS)	Area Maint. Support Activity (AMSA)
Provide IDT and ADT support, maintenance and storage capabilities.	Mobilization and Training Equipment Site/Unit Equipment Site (MATES/UTES)	Equipment Concentration Site (ECS)

CHAPTER 18

Unit Training

Soldiers can only be ready when they are trained for the job they are doing and doing the job they are trained for. To insure that our Army can perform as the nation deserves and expects, we must continually insure that they are assigned where their training, knowledge, and experience contribute to the Army's readiness.

General Creighton W. Abrams
Army, October 1973

TRAINING

Overview

The training goals of the Army National Guard and the Army Reserve are the same as the Active Army. Plans to achieve objectives are accomplished during unit IDT and AT. The same standards of training are expected and required of ARNG and USAR units as that of their counterparts in the Active Army.

IDT, or drill weekends, are typically dedicated to individual and crew training, qualification firing, field training and refresher training. AT is primarily directed to collective pre-mobilization tasks. Soldiers and units train to establish pre-mobilization levels of proficiency. Combat maneuver units generally train to an individual/crew/platoon levels of proficiency, while CS/CSS units are generally required to train to company level proficiency.

FMs 25-100 (Training the Force) and 25-101 (Battle Focused Training) are the doctrinal sources for the management of RC units and personnel.

Training Environment

The training environment of the RC is widely regarded as more challenging to unit leadership than that of the AC. Several reasons include:

Time

Of all the factors affecting an RC unit's capacity to train, time is both the most crucial and the most obvious. RC units typically have 39 days per year (39 for ARNG and 38 for USAR) to, not only accomplish all their individual and collective training, but also the myriad of administrative and logistical requirements from their higher headquarters. As a point of reference, RC units have in a best case scenario less than 1/5th the training time available to their AC brethren. The training year for the average soldier in an RC unit consists of 24 IDT days and 15 AT days (14 in the USAR) or a total of 38 or 39 days per year.

Dispersion

The RC is a dispersed force in a wide variety of ways. The thousands of RC units, both ARNG and USAR, are located throughout all states and territories. The average distance from a company to its next higher headquarters is over 100 miles and averages over 3 hours of travel time to get there. The average RC battalion is dispersed over a 150 mile radius and many extend to well over 300 miles. This level of dispersion within the RC has created a unique dilemma where commanders are compelled to devote a significant share of their limited training time to transporting troops and equipment between their unit and training sites and to higher headquarters.

Turbulence

In general, RC units experience considerably more turbulence than their AC counterparts. Attrition rates in RC units sometime approach 50 percent annually for E5s and below. Relative to training time available, this equates to an AC annual turnover rates of between 187 and 243 percent per year!

In many cases, RC units have the time-consuming task of recruiting many of their own soldiers. New recruits are usually assigned to their RC unit prior to completion of initial entry training (IET). Accordingly, RC units generally have lower rates of MOS qualified (MOSQ) personnel assigned compared to their AC counterparts. Full time personnel average less than 10% of the total authorized unit strength.

RC TRAINING SUPPORT ORGANIZATIONS

Divisions: Institutional Training (DIVIT)

DIVITs provide the RC with initial entry and refresher training, as well as higher level military education and specialized training courses. They have recently replaced the former US Armed Forces Schools (USARF).

Divisions: Exercise (DIVEX)

DIVEXs plan, support and conduct unit training for RC CS and CSS units. Additionally, they provide command post exercises (CPX) for headquarters units and field training exercises (FTX) for TPU and ARNG units. DIVEXs replace the former Maneuver Area Commands (MAC).

National Guard State Academies

ARNG State organizations which provide instruction to NG personnel include:

- State Officer Candidate School.

- NCOES (ANCOC, BNCOC, PLDC).
- MOS qualification training.

Directorate of Reserve Component Support (DRCS)

DRCSs exists at every major Army installation. This key support organization, usually headed by an AGR lieutenant colonel or colonel, assists, monitors and guides RC units attending AT at that installation. The DRCS is a liaison office that coordinates service support for the unit, such as billeting, dining facility support, training areas and installation transportation. DRCSs also assists with unit inprocessing and out-processing. Additionally, they support RC units during periods of IDT (Drill weekends). DRCS also serves as the RC unit's conduit into the installation during pre-mobilization planning and training and, once the unit is mobilized, serves as its point of contact at the mobilization station.

RC Readiness Evaluations

RC units are normally evaluated by teams of AC personnel when they conduct AT. These evaluations, known as Training Assessment Models (TAM), are utilized by RC unit commanders to assess the effectiveness of unit training and make necessary modifications to unit training programs.

Unit Mission Essential Task Lists (METL) must be approved by that unit's WARTRACE higher headquarters (the AC element they are designated to become subordinate to while mobilized and deployed in their assigned wartime theater.)

Early-deploying RC units, such as Forward Support Package (FSP) units, are administered Operational Readiness Exercises (ORE) every two years. The ORE, administered by an ORE Team from the unit's supporting CONUSA, is METL oriented and usually conducted during IDT periods (drill weekends).

Selected RC units rotate through the National Training Center (NTC) at Ft. Irwin, California, as well as the Joint Readiness

Training Center (JRTC) at Ft. Polk, Louisiana. Many RC units participate in the Overseas Deployment Training (ODT) program, where they conduct OCONUS training exercises, along with their AC counterparts.

Overseas Deployment Training (ODT)

ODT allows RC units and individuals to conduct mobilization and deployment activities, tailor peacetime training to wartime mission requirements, strengthen associations with active units and improve readiness through realistic training. Participants gain familiarity with the terrain and political environment in their assigned wartime theaters and support AC programs and missions.

CHAPTER 19

Abbreviations and Acronyms

AC	Active Component
AD	Active Duty
ADA	Additional Drill Assembly
ADSW	Active Duty Special Work
ADT	Active Duty Training
AFS	Active Federal Service
AFTP	Additional Flight Training Periods
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AMEDD	Army Medical Department
AMSA	Army Maintenance and Support Activity (USAR)
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
APFT	Army Physical Fitness Test
APOE	Air Port of Embarkation
AR	Army Regulation
ARCOM	Army Reserve Command
ARNG	Army National Guard
ARNGRC	Army National Guard Readiness Center
ARNGUS	Army National Guard of the United States
ARPERCEN	Army Reserve Personnel Center
ARSTAFF	Army Staff, Department of Army
AASF	Army Aviation Support Facility (ARNG)
ASL	Authorized Stockage List
AT	Annual Training
AUS	Army of the United States
AUSA	Association of the United States Army
ATA	Additional Training Assembly
AVCRAD	Aviation Classification and Repair Depot
BAS	Basic Allowance Subsistence
BASOPS	Base Operations
BAQ	Basic Allowance Quarters
BCT	Basic Combat Training
BNCOC	Basic Noncommissioned Officer Course
C2	Command and Control
CA	Combat Arms
CAR	Chief of Army Reserve
CASP	Civilian Acquired Skills Program
CAS3	Combined Arms Staff and Service School
CG	Commanding General
CGSC	Command and General Staff College
CHAP	Chaplain
CINC	Commander-In-Chief
CJCS	Chief, Joint Chief of Staff

CNGB	Chief, National Guard Bureau
COMPO	Component
CONUS	Continental United States
CONUSA	Continental United States Army
CPX	Command Post Exercise
CS	Combat Support
CSA	Chief of Staff, Army
CSB	CONUS Sustaining Base
CSMS	Command Support Maintenance Shop (ARNG)
CSS	Combat Service Support
CTA	Common Table of Allowances
CTT	Common Task Training
CVS	Cardiovascular Screening
DA	Department of the Army
DAC	Department of the Army Civilian
DAMPL	Department of the Army Master Priority List
DARC	District Area Command
DANG	Director of the Air National Guard
DARNG	Director of the Army National Guard
DIVEX	Division - Exercise
DIVIT	Division - Institutional Training
DoD	Department of Defense
DOR	Date of Rank
DPP	Dedicated Procurement Program
DRC	Direct Reporting Command
DRCS	Director of Reserve Component Support
DRMO	Defense Re-utilization and Marketing Office
DRC	Direct Reporting Command
DRU	Direct Reporting Unit
DTIG	Deputy The Inspector General
EAC	Echelon Above Corps
EAC	Echelon Above Division
EB	Enhanced Brigade
ECS	Equipment Concentration Sites
EGR	Employer's Support of the Guard and Reserve
EOH	Equipment on Hand
ERC	Equipment Readiness Code
ERF	Early Reinforcing Forces
FSP	Force Support Package
ET	Equivalent Training
FAD	Force Activity Designator
FEMA	Federal Emergency Management Agency
FOA	Field Operating Agency
FORMDEPS	FORSCOM Mobilization & Deployment Planning System
FORSCOM	Forces Command
FTM	Full-Time Manning
FTNGD	Full-Time National Guard Duty
FTS	Full-Time Support
FTSMD	Full-Time Support Management Directorate
FTTD	Full-Time Training Duty
FTS	Full-Time Support
FTUS	Full-Time Unit Support
GSU	Garrison Support Unit
GMR	Graduated Mobilization Response

Reserve Components

GOCOM	General Officer Command
GS	General Schedule
HIV	Human Immune Deficiency Virus
HQDA	Headquarters, Department of the Army
HRMO	Human Resources Management Office
HS	Home Station
IADT	Initial Active Duty Training
IDT	Inactive Duty Training
IET	Initial Entry Training
IMA	Individual Mobilization Augmentee
INCAP	Incapacitation [Pay]
ING	Inactive National Guard
IRR	Individual Ready Reserve
JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JRTC	Joint Readiness Training Center
LOD	Line of Duty
M-Day	Mobilization Day
MAC	Maneuver Area Command
MACOM	Major Army Command
MATES	Mobilization and Training Equipment Sites
MEB	Medical Evaluation Board
METL	Mission Essential Task List
MILTECH	Military Technician
MOB	Mobilization
MOS	Military Occupational Specialty
MOSQ	Military Occupational Specialty Qualification
MPRJ	Military Personnel Records Jacket
MRC	Major Regional Contingency
MS	Mobilization Station
MSC	Major Subordinate Command
MSO	Mandatory Service Obligation
MTOE	Modified Table of Organization & Equipment
MUSARC	Major United States Army Reserve Command
MUTA	Multiple Unit Training Assembly
MWR	Morale, Welfare, and Recreational
NCOES	Noncommissioned Officer Education System
NDA	National Defense Act
NG	National Guard
NGB	National Guard Bureau
NGR	National Guard Regulation
NGUS	National Guard of the United States
NLRB	National Labor Relations Board
NMS	National Military Strategy
NPS	Non-Prior Service
NTC	National Training Center
OAC	Officer Advance Course
OBC	Officer Basic Course
OCAR	Office of the Chief of Army Reserve
OCS	Officer Candidate School
ODT	Overseas Deployment Training
OMAR	Operation and Maintenance Army Reserve
OMARNG	Operations and Maintenance, Army National Guard
OMS	Organizational Maintenance Site

OPLAN	Operation Plan
OPMS	Officer Personnel Management System
OPSEC	Operations Security
ORE	Organizational Readiness Evaluation
OSUT	One Station Unit Training
PEB	Physical Evaluation Board
PERSCOM	Personnel Command
PLDC	Primary Leadership Development Course
PLL	Prescribed Load List
POE	Port of Embarkation
POM	Preparation for Overseas Movement
PPBES	Planning, Programming, Budget & Execution System
PRIMUS	Primary Care for the Uniformed Services
PSRC	Presidential Selective Reserve Call-Up
RA	Regular Army
RASL	Reserve Active Status List
RC	Reserve Component
RG	Readiness Group
RMA	Readiness Management Assemblies
ROPMA	Reserve Officer Personnel Management Act
ROTC	Reserve Officer Training Corps
RPA	Reserve Personnel Army
RPAS	Retirement Points Accounting System
RSC	Regional Support Command
RSG	Regional Support Group
RST	Rescheduled Training
RTAP	Reserve Transition Assistance Program
RTB	Regional Training Brigades
RTD	Resident Training Detachment
RTT	Resident Training Teams
RTU	Reinforcement Training Unit
SADT	Special Active Duty for Training
SCMJ	State Code of Military Justice
SDF	State Defense Forces
SECDEF	Secretary of Defense
SFR	Standard Federal Region
SI	Support Installation
SMP	Simultaneous Membership Program
SNCOC	Senior Noncommissioned Officer Course
SOF	Special Operations Forces
SPOE	Seaport of Embarkation
SRAA	Senior Regular Army Advisor (USAR)
SRAAG	Senior Regular Army Advisor to the Guard (ARNG)
SRP	Soldier Readiness Processing
STARC	State Area Command
SUTA	Split Unit Training Assembly
TAG	The Adjutant General
TAM	Training Assessment Model
TERARC	Territorial Area Command
TDA	Table of Distribution and Allowances
TIG	The Inspector General; Time In Grade
TIS	Time In Service
TOE	Table of Organization and Equipment
TOM-D	Training, Operations, Mobilization and Deployment

Reserve Components

TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TTAD	Temporary Tour of Active Duty
UP	Unsatisfactory Participation
USACAPOC	US Army Civil Affairs and Psychological Operations Command
USAR	US Army Reserve
USARC	US Army Reserve Command
USAREC	US Army Recruiting Command
USAREUR	US Army Europe
USARFS	US Armed Forces School
USARPAC	US Army Pacific
USASOC	US Special Operations Command
USPFO	US Property and Fiscal Officer (ARNG)
USR	Unit Status Report
UTA	Unit Training Assembly
UTES	Unit Training Equipment Site (ARNG)
WG	Wage Grade (Civilian)
WL	Work Leader (Civilian)
WOCS	Warrant Officer Candidate School